

**“Building Institutions  
for Good Governance”**  
Local Government Support  
and Partnership Program

**Quarterly Report**  
**April 1, 2005 – June 30, 2005**

Prepared for:  
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**“Building Institutions for Good Governance”  
Local Government Support and  
Partnership Program  
in Indonesia**

*USAID Quarterly Report –2nd Quarter 2005*

*April 1, 2005 – June 30, 2005*

**Table of Contents**

<b>I.</b>	<b>INTRODUCTION</b>	<b>1</b>
<b>II.</b>	<b>MAJOR ACCOMPLISHMENTS THIS QUARTER</b>	<b>1</b>
A.	Project Administration.....	1
B.	Program Activities and Management - Progress and Highlights.....	2
C.	Challenges/Issues Affecting Implementation and Actions Taken.....	14

**ANNEXES**

- Annex 1: Results Matrix
- Annex 2: Deliverables and Other Information Submitted
- Annex 3: Abbreviations and Terminology
- Annex 4: Financial Information

## **I. INTRODUCTION**

ICMA's Building Institutions for Good Governance (BIGG) Program operates under USAID Strategic Objective 10: Decentralized, Participatory Local Government. To this end, it is designed to help USAID meet its four intermediate results (IRs):

- IR 1: Appropriate Environment Established to Enable Effective Local Government
- IR 2: Local Government Capacity Strengthened to Deliver Effective Services
- IR 3: Participation Increased in Local Government Decision-Making
- IR 4: Associations of Local Governments and Officials Established as Advocates

The following report presents the activities, results, and next steps in the BIGG/LGSPP program. Annex 1 presents the Results Framework under which the program operates and progress toward those results to date.

## **II. MAJOR ACCOMPLISHMENTS THIS QUARTER**

### **A. Project Administration**

#### **A.1 Project Work plan**

The 1 year work plan for October 2004 - September 2005 was submitted to USAID/DLG for approval.

The request for a three-month no-cost extension was submitted to USAID/DLG for approval.

#### **A.2 Management**

Mr. Edward Anderson resigned as Chief of Party and was replaced by Ms. Diane Crosby.

## B. Program Activities and Management – Progress and Highlights

### B.1 Exchange Schedule for Resource Cities Program – Indonesia

Indonesian Local Government (s)	U.S. Partner	1 <sup>st</sup> Exchange	2 <sup>nd</sup> Exchange	3 <sup>rd</sup> Exchange	4 <sup>th</sup> Exchange	5 <sup>th</sup> Exchange	6 <sup>th</sup> Exchange	7 <sup>th</sup> Exchange
City of Balikpapan, City of Samarinda, East Kalimantan	Tigard, Oregon	1-5 March 2004	14-18 June 2004	10-14 Jan. 2005	<b>11-15 April 2005</b>	18-12 August 2005	26-30 Sept. 2005	<b>Final Conference 6-7 Dec. 2005</b>
Regency of Berau, East Kalimantan	Port Angeles, Washington	19-23 April 2004	4-8 Oct. 2004	6-10 Dec. 2004	14-18 Feb. 2005	<b>9-13 May 2005</b>	22-26 Aug. 2005	<b>Final Conference 6-7 Dec. 2005</b>
City of Bitung, Regency of Sangihe, North Sulawesi	Coos Bay, Oregon	29 March - 2 April 2004	21-25 June 2004	11-15 Oct. 2004	21-25 Feb. 2005	<b>16-20 May 2005</b>	19-23 Sept. 2005	<b>Final Conference 6-7 Dec. 2005</b>
City of Solok, West Sumatra	Gresham, Oregon	24-28 May 2004	30 August - 3 September 2004	12-17 Dec. 2004	<b>18-22 Apr. 2005</b>	18-22 July 2005	12-16 Sept. 2005	<b>Final Conference 6-7 Dec. 2005</b>
City of Yogyakarta, DKI Yogyakarta, City of Bukittinggi, West Sumatra	Savannah, Georgia	23-27 February 2004	21-25 June 2004	20-24 Sept. 2004	7-11 Mar. 2005	<b>20-24 June 2005</b>	22-26 Aug. 2005	<b>Final Conference 6-7 Dec. 2005</b>

Updates on the Resource Cities Program partnerships are presented below.

## ***Balikpapan - Samarinda - Tigard***

**Activities:** Exchange Four took place during the week of 11-15 April 2005 in the city of Tigard, Oregon. Balikpapan was represented by Mr. Heronasia, Head, Division of Research, City Planning Department (Bapeda) and Mr. Rachmat Julianto, Head, Division of Technical Planning, Balikpapan Water Company (PDAM). Samarinda was represented by Mr. Adisyanto, Head, Division of Physical Planning, City Planning Department (Bapeda) and Mr. Syaifudi, Technical Director, Samarinda Water Company (PDAM).

The focus of this exchange was water management. Due to a shortfall in the city's water supply, Balikpapan is focusing on ways to decrease water loss and to conserve water. Samarinda has a good water source, but wants to improve its control system and identify water users and consumption rates.

Site visits included:

- tours of the Wilsonville Treatment Plant and the treatment plant at Hagg Lake.
- visit to a Tigard city council meeting
- tour of the Jackson Bottom Wetlands Preserve and Seaside/Astoria as an example of how vegetation can be used to protect the water supply.
- tour of Scoggins Dam on the Upper Tualatin River

### **Results:**

#### **Balikpapan – Water Conservation Project**

- Results of work completed (since last exchange) as per the Exchange 3 Work Plan:

Past Activity	Result
1. Inventory major system losses/system (Location: Water Treatment Plant in Tritip, Kampung Baru Kelurahan Baru Tengah area, Bangun Reksa housing complex)	Completed. As a result of the inventory completed, the City found an illegal connection in Kelurahan Baru Tengah that was resulting in a large loss of water. The water was being used by the fish sellers to clean their fish. This case was a significant water loss. The loss was also caused by a leakage in the pipe and old meters that were not functioning well.
2. Conduct pressure zone analysis/system (Location: Water Treatment Plant in Tritip, Kampung Baru Kelurahan Baru Tengah area, Bangun Reksa housing complex)	Completed, except for in Bangun Reksa housing complex. PDAM is having a problem identifying the reason why there is not enough pressure for the water to go up the well at night. They will do more analyses in this area.
3. Replace leaking mains /system	Completed in the three target areas.
4. Insure all connection are metered /system and identifying illegal connections (Kelurahan Baru Tengah)	Completed. PDAM found a few illegal connections. The biggest case was found in Kelurahan Baru Tengah mentioned in activity #1 above.

5. Implement meter testing (already part of PDAM's routine and inaccurate meters will be replaced)	Completed. Inaccurate meters were replaced.
6. Conduct large users (commercial, industrial) water use audits (Hotels, offices, malls, swimming pools, sea ports/air ports, large restaurants, etc). Has to be supported by a Mayor Decree.	Partially completed. The draft of mayoral decree has been completed and is awaiting approval by the mayor. PDAM cannot ask the big water users to pay until this decree is signed.
7. Public Information Program to Customers	Completed. Balikpapan also included announcements and information within its billing statement.
8. Conservation Pricing/Customers	On going.
9. Laws and Ordinances – Reduce Thefts/Customers (Mayor Decree) Ordinance on Audits for each class of customers (Mayor Decree)	Not yet undertaken.

- Exchange 4 Work Plan. Items to be completed by next exchange:

Activity	Responsible Person / Institution	Date to be accomplished
Evaluate and complete existing work program	PDAM	August 2005
Review of pumping system for Kampung Damai – pressure, flow, physical data and technical pump data	PDAM	June 2005
Steps to analyze the system problems	Tigard	August 2005
Example of Water Audit formats for large users	Tigard	August 2005
Provide examples of chlorine injection systems for the distribution system	Tigard	August 2005
Provide information on water quality changes from raised dam	Tigard	August 2005

### **Samarinda Watershed Protection Project**

- Results of work completed (since last exchange) as per the Exchange 3 Work Plan:

Past Activity	Result
1. Inventory of existing facilities <ul style="list-style-type: none"> <li>• Preparing a map of distribution pipe network</li> </ul>	Completed. The inventory and the data for the service area have been gathered for the Bengkuring residential area. However, Samarinda needs to input the data into a

<ul style="list-style-type: none"> <li>Gathering data on customers at service area</li> <li>Carrying out survey and updating field data (number of customers, number of water meters, water consumption needs)</li> </ul> Location : Bengkuring residential area	more sophisticated software package, which will be provided by Tigard's next delegation.
2. Implementation Plan <ul style="list-style-type: none"> <li>Defining districts (sub meter) based on the number of customers</li> <li>Determining appropriate pipeline for each district</li> <li>Determining the locations for primary meter and sub meters</li> <li>Calculating customers at each district</li> <li>On field physical preparation (installing meter, pipes, etc)</li> </ul>	On going.
3. Carrying out water audit and evaluation	Completed. The audit and evaluation was presented during the exchange. Tigard will provide a more detailed format.
4. Public Information Program with a focus of PDAM's water loss	Completed, but will be on going.
5. Defining watershed and water catchments area (Mayor's Decree)	Not yet.
6. Profile of Embung, Simpang Pasir Block A.	On going, waiting for the budget to be released.
7. Construction of small reservoir at Embung, Simpang Pasir	Waiting for the budget to be released.
8. Monitoring of water quality at Karang Mumus stream (Bengkuring) and Embung, Simpang Pasir	Completed in Bengkuring, but for Embung, but still waiting for the budget released
9. Report of results	Will be completed in September.

- Exchange 4 Work Plan. Items to be completed by next exchange:

Activity	Responsible Person / Institution	Date to be accomplished
Provide examples of customer billing database	Tigard	August 2005
Develop interconnection between GIS and distribution system	Tigard / PDAM	August 2005
Conversion of Customer water use for Water audit analysis	PDAM	September 2005
Prepare Customer database with sub-meter location	PDAM	September 2005
Inventory resources – <ul style="list-style-type: none"> <li>a. Existing staff and private consultants</li> <li>b. Computer Equipment</li> <li>c. Software</li> </ul>	PDAM	October 2005

Provide examples of Water Quality monitoring program a. Number of sampling locations b. Number of samples c. Parameters d. Frequency	Clean Water Services / Tigard	August 2005
Spring Project – Embung a. Testing and recording water quality at the spring point and at the pond b. Evaluate the water quality of the spring source and compare with pond. c. Compare the spring water to Indo standards d. Prepare report on project feasibility	Environmental Institution	September 2005
Provide horizontal well examples	Tigard / MSA	August 2005

**Next Steps:** Exchange 5 will take place in Samarinda and Balikpapan during the week of 8-12 August 2005 and will focus on water services and education. Exchange 6 will take place in Tigard during the week of 26-30 September 2005 and will focus on education.

### ***Berau - Port Angeles***

**Activities:** The fifth exchange took place during the week of 9-13 May 2005 in Berau, East Kalimantan. Port Angeles was represented by Mr. Michael Quinn, City Manager, Mrs. Carolyn Quinn, Education Consultant, Mr. Glenn Cutler, Head of Public Works and Mr. Steve Sperr, Manager of Engineering Services, Public Works Department. This exchange focused on the continuation of the education, drainage and solid waste programs.

During the week-long exchange, the American delegates made the following site visits:

- Visited drainage canals and viewed an example of canal cleaning.
- Visited a waste disposal container that was improved according to the partnership work plan.
- Met with the engineering consulting firm hired by Berau to do an analysis and design on the drainage system.
- Visited local elementary schools and high schools.



## Results:

### Drainage Project

- Public Works received the 1.5 billion rupiah funds for the items requested in the 2005 budget to fix and maintain the drainage system. Berau reported that this amount was approved as requested and not reduced because the DPRD (City Council) knew this money was to be dedicated to the program developed by the Resource Cities partnership. The funds are expected to be released in June 2005.
- The drainage consultant has conducted surveys and analyzed the situation in the pilot area. Construction drawings have been completed. An analysis of the field problems in the drainage system – physical and social - has been completed. Discussion will now focus on how much of the work can be completed given the 1.5 billion rupiah budget.
- The consultant calculated the most appropriate place for a flood basin in order to reduce flooding from drainage overflows.
- A meeting was held between City Affairs management and their field workers in order to get on-the-ground feedback on the problems / solutions of drainage issues.
- Results of work completed (since last exchange) as per the Exchange 4 Work Plan:

Past activity	Result
1. Pak Yudi will provide a summary of planned activities in the pilot project area to Dayu for translation before next exchange; Dayu to forward to City electronically for review.	Completed
2. Port Angeles to provide Pak Yudi 2 proposed standard details in Autocad of pipe crossings for his use before the end of March: one for new construction, one to correct existing pipe crossings.	Completed, Port Angeles provided Berau with suggestions for improved water pipe positions and an improved pipe crossing construction for drains.
3. Pak Rahmad will arrange for some canal cleaning to occur during Exchange #5 for Steve and Glenn to view.	Completed. The cleaning crew provided Berau and Port Angeles with insight on the problems they are facing. As a result, Glenn and Steve made a suggestion to drill holes in the current shovels to reduce sludge weight and so improve efficiency of cleaning crew. A test shovel was adapted and tested and the crew liked the result. Berau will make this adjustment to the remaining shovels used for drainage cleaning.
4. Pak Yudi will arrange for the construction drawings to be reviewed by Glenn and Steve during Exchange #5; also schedule meeting with consultant at that time as well.	Completed. Consultant received feedback from Berau and Port Angeles regarding their recommendations to improve the drainage and water system. The consultant calculated the most appropriate place for a flood basin in order to reduce flooding from drainage overflows.

5. Port Angeles to draft Annual Canal Maintenance project using the CFP format; sit down with Pak Rahmad and Pak Yudi to review in Berau, and present it to the Planning Agency and Finance Dept during Exchange #5. Note: Pak Rahmad and Pak Yudi to put together photos of canal cleaning to use as part of presentation.	<p>Completed. City Affairs made a presentation to the Planning Agency and other stakeholders using the CFP format.</p> <p>The format will be adopted by Planning Agency as a part of their budgeting system.</p>
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### **Solid Waste Project**

- City Affairs received approval for their proposed budget of 600 million rupiah for capital expenditures and 300 million rupiah for operational expenditures as requested in order to complete the projects developed under the Resource Cities Partnership. Funding included:
  - capital expenditures: a suction/vacuum pump truck, 17 garbage collection containers, a community outreach program;
  - operational expenditures: salary for maintenance upkeep and maintenance equipment (shovels, carts).
- Results of work completed (since last exchange) as per the Exchange 4 Work Plan:

Past activity	Result
1. Buy carts (8-10 for project area)	Budget approved, purchase will be made in August
2. Education for school children part II	Completed. See education results below.
3. Review methods of collection of trash at container nos. 3 & 6 (and take video) and review with crews and staff afterwards. Discuss suggested changes for improved containment and ease of trash removal.	Completed. A “before” video was shown to Port Angeles delegation. The delegation then went to the field to see the improved conditions.
4. Review written “Clean Berau” implementation plan, including promotional materials from City Affairs, and discuss modifications. Dayu to provide translated version to Port Angeles before exchange for review ahead of time.	Completed. Port Angeles made suggestions to organize “Clean Berau” so that it was not only a ceremonial occasion, but also a chance to educate the public. Berau will develop a plan and will include it in the 2006 budget.
5. Glenn to provide specifications on loader truck and suggested supplier. Pak Rahmad and Pak Yudi to identify potential suppliers in Indonesia and Asia.	Completed - provided to Pak Baharuddin.
6. Port Angeles to provide promotional materials to Pak Rahmad and Pak Yudi.	Completed
7. Develop “Clean Berau” logo.	Completed, but still to be reviewed by

	Planning Agency.
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### **Draining / Solid Waste Program**

- Exchange 5 Work Plan. Items to be completed by next exchange:

<b>Activity</b>	<b>Person Responsible</b>	<b>Date to be accomplished</b>
1. Discuss final design (bring copy of final construction drawings	Public Works	August 2005
2. Review site specific pipeline relocations	Public Works	August 2005
3. Review the catchment basin construction plan and maintenance plan.	Public Works and City Affairs	August 2005
4. Presentation of budget process presentation for Pak Abidin	Port Angeles	August 2005
5. Presentation of the Drainage Maintenance CFP, draft 3	City Affairs	June 2005-draft 2 (Port Angeles) August 2005 – Draft 3.
6. Presentation of organization / detailed implementation plan for Berau Bersih 2006.	City Affairs	August 2005
7. Develop symbols for the warning signs to be placed at solid waste (TPS) containers	City Affairs and Port Angeles	August 2005
8. Final approved Clean Berau Logo	Planning Board	August 2005

### **Education**

Berau and Port Angeles continued work on the elementary school project. The goal is to improve the skills of teachers and introduce them to new teaching methodologies and materials. This project supports the solid waste and drainage projects that are being concurrently carried out by the City Affairs and Public Works Departments.

The exchange began with an introduction of new materials by Mrs. Quinn to the six elementary school teachers who participated in the education program during the last exchange. The Berau teachers represented grades four, five and six from three elementary schools located in the same area where the drainage and solid waste pilot projects are taking place. The new curriculum included “Let’s Be Vocal” and “The Wartville Wizard”, both developed to support the “Keep Berau Clean” campaign.

The Head of the Regency’s Education Department and one of his staff also attended the meetings. After the initial training meetings, the participants went to an elementary school where Mrs. Quinn taught the first class and the Berau teachers observed. For the remainder of the exchange, the Berau teachers each taught two classes using the new materials. After each class, the group met together to review the lesson and to give feedback and recommendations.

- Curriculum developed, in the Indonesian and English languages, for the “Let’s Be Vocal” lessons developed for grades 4, 5 and 6 and the “Wartville Wizard” lesson developed for grades 1, 2 and 3.
- Six elementary school teachers trained in new methodology and content on “Let’s Be Vocal” and “Wartville Wizard”.
- Six elementary school teachers implemented this new methodology and content in a live classroom setting.
- Education supplies donated by private U.S. citizen to Berau schools.

### **Other Results**

- As a result of the Resource Cities Partnership, the Bupati has tasked his staff to develop a district-wide “Keep Berau Clean” Program. A kick-off party has been scheduled for September 15 or 16 at which:
  - 200 t-shirts, stickers, posters, etc. will be distributed
  - a “cleaning race” will be held between 8 neighborhoods (nominated by village councils). The following rewards will be given to the winning neighborhood associations to be spent on any clean-up activating of their choosing.  
15 million rupiah – first prize  
10 million rupiah – second prize  
7.5 million rupiah – third prize
  - information will be disseminated and this will be the formal start of the community outreach program.
- On June 11, 2005, students from SMA Plus (High School “Plus”) in Berau received 1st, 2nd, 3rd and 4th place awards in an essay writing competition. Most of the students wrote about cleaning up their environment and waste management, using the materials that Port Angeles provided to the grade schools and during the Port Angeles delegates’ visits to the high school. One student, who has kept in touch with Port Angeles via email for English improvement tutoring, will be going to Samarinda for a Province-level competition for earning 1st place in Astronomy. He studied from the books that Port Angeles had previously sent to Berau.

**Next Steps:** The next exchange will be held in Port Angeles, Washington, during the week of 22-26 August 2005.

## ***Bitung - Sangihe - Coos Bay***

**Activities:** Exchange 5 was held in Bitung, North Sulawesi, from May 16-20, 2005. Coos Bay was represented by Ms. Trish Mace, Marine Science Educator, Oregon Institute of Marine Biology, Portland University, Mr. Mike Graybill, Manager, South Slough Oregon National Estuarine Research Reserve, Ms. Brenda Brecke, Associate Dean from the Southwestern Oregon Community College, Ms. Maxine Prickel, Consultant and Trainer of Teachers of English as a Second Language (ESL).

The partnership focused on two topics during the week: Education (English as a Second Language) and Coastal Resources Management.

Site visits included:

- Welcome meeting at the Mayor's office
- A tour of Lembbeh Strait
- Visit to a local dive resort
- Visit to the Fishery Vocation High School
- Visits to local high schools

**Activities for Education:** Five high school English teachers from Bitung and three high school English teachers from Sangihe were chosen to participate in this pilot education program. Staff of the Education Departments of Bitung and Sangihe were also in attendance. The program was organized into two parts: two days of theoretical training and two days of practice in a live classroom setting.

The theoretical training included an introduction to new curriculum and how to use interactive methodologies that increase the participation and learning of the students. Teachers learned how to add games into the current Indonesian curriculum so that the students learn and have fun. The administrators and teachers were also provided with new curriculum. The teachers practiced on each other, trading off in the roles of teacher, student and administrator. After the training, the teachers went to the high schools. The first live high school class was taught by the American delegation while the Bitung and Sangihe teachers observed. After the class, the teachers met and discussed the results. After this, four of the Bitung teachers were chosen to teach a class each, while the two American delegates and the other Indonesian teachers observed. After each lesson, the group would meet and give feedback and discuss issues/questions that developed.

#### Project Goals:

The training for Bitung and Sangihe, North Sulawesi English teachers and their administrators was intended to:

- Create a climate among the participating teachers and administrators within which they will experience being part of an active learning classroom community and provide support for each other in making change.
- Provide a theoretical background and experience in EFL (English as a Foreign Language) teaching strategies for classroom teachers consistent with Communicative Language Teaching principles and student-centered learning.
- Provide an opportunity for teachers to plan and practice lessons using newly learned teaching strategies as a demonstration of what they have learned.
- Create a design for teachers to become peer "coaches" through observations of teaching demonstrations, followed by a feedback process.
- Develop a follow-up Action Plan for teachers and administrators that will continue the learning process, build on the collegial relationships established in the training, and train or expose other colleagues who did not attend the training to the content of this training.

## Results for Education:

- Goal 1 - The Learning Community: Through a series of activities and experiences beginning with learning names + adjective, singing songs, “What’s My Question?” activity, reflection time, discussion etc., group identity and appreciation for each other was gradually built and culminated with the willingness to provide honest feedback and support to colleagues as they tried to implement what they were learning in a demonstration lesson. Only four teachers were able to teach for observation, but all were included in the feedback process.
- Goal 2 - Theoretical Background and Experiential Learning: The participants were provided with a translated copy of a discussion of Language teaching and Language Acquisition, which identified Communicative Language Teaching, Comprehensible Input strategies such as Total Physical Response (TPR) and Early Production strategies as effective approaches in the teaching of English and creating a student-centered learning environment.

The class was designed as a model for an active learning classroom with line-ups, the use of visuals, songs, and group or pair work. Allowing time for reflection about the learning and experiences aided in the process. Even with this accomplished it is still only a beginning experience for the teachers and administrators for making changes in how teaching, learning, and classroom organizational structure might begin to change. The teachers frequently made comments of a wish to change how they teach so it is more enjoyable and engaging for their students, particularly since they were enjoying this class which was designed to encourage participation and include everyone.

It is a reality that change rarely occurs with one experience, no matter how good the experience. The experience can be a motivator for learning more, but frequently the reality of work and workload does present obstacles to continuing change. On-going training experiences with time for reflection, discussion, and more practice is more likely to produce changes in teaching styles.

- Goal 3 - Practice Teaching Using Strategies Learned: Four teachers from Bitung schools volunteered to select one or more teaching strategies to try in their classrooms. A schedule was set in which a lesson would be taught and selected teachers were assigned as observers as a concern to limit the distractions in the classrooms. Each demonstrating teacher chose the technique to practice and planned the lesson to fit his/her own classroom. The techniques selected and demonstrated included almost all of the strategies the teachers had experienced in the workshop: a TPR sequence, Early Production questioning, a song, vocabulary development, use of visuals, language in context, etc. All teachers actively involved the students in the lesson, but not all students were completely included. In feedback the teachers acknowledged they had spent many hours in developing their lessons, but were satisfied with the results. The feedback could have been more effective if all teachers and administrators had been able to observe all lessons demonstrated.
- Goal 4 - Feedback Process and Peer Coaching: An Observation/Feedback Form focused the observations of the demonstrated lessons on the inclusion of teaching strategies and lesson development that reflect learner-centered teaching, communicative language teaching, comprehensible input, variety and reflection. Each observer had an observation matrix for each observation. They observed for: Goals of Lesson Stated, Warm-up and/or Review, Presentation using Comprehensible Input, Variety of Practice, Active Student Involvement, Summary and Reflection. Immediately after the observation, the teachers and administrators engaged in a set feedback session in which they debriefed with the teacher who had been relayed one comment to “Glow on” and one to “Grow On”. (One positive element observed

in the lesson and one suggestion for improvement.) The observed teacher then responded to the suggestions and comments in a way meaningful to that teacher. This process proved to be rich in learning for both the observing teachers and administrators and the observed teacher. It was also an opportunity for all to reflect on the learned strategies, techniques, and concepts of the training.

- Goal 5 - Follow-up Action Plans: Teachers and Administrators separately developed an Action Plan as a follow-up to the training. These plans included which Actions would follow the training, Who would be responsible, When it would occur, and How it would be Recorded/Reported. Each group of teachers and each group of administrators (Bitung and Sangihe) worked on their own action plans. The Actions for the teachers included how teachers would continue to observe each other and provide feedback and also share with other colleagues who had not attended the training. For Administrators the Actions included supporting the teachers in their continued practice and meetings, reporting to administrators higher up in the Education Administration organization, expanding the training and/or content to other teachers in each city, supporting an on-going process and expansion of the learning community of teachers. Having the teachers and administrators develop their own Action Plans was intended to engage them in a process in which they would have ownership and would be more likely to follow through.

#### Goals Established for Sangihe Teachers

Action	Who & When	Reporting
1. The three teachers will take turns when teaching with the new techniques. observing teachers will give feedback.	Wolter – July 2005 Djohan – July 2005 Yuli – August 2005	Send feedback report to Max (Ibu Yuli)
2. The three teachers will share the training information with their colleagues at their schools	Wolter – August 2005 Djohan – August 2005 Yuli – August 2005	Send feedback report to Max (Ibu Yuli)

#### Goals Established for Bitung Teachers

Action	Who & When	Reporting
1. Each teacher will apply the TPR technique to fit one of their classes and will be observed by a peer for feedback	Esther (May)/Leida (July 2005) Serfie/Dul/Sylvie – July 2005	Send feedback report to Max (Pak Dul)
2. The teachers will have one general meeting and share the training materials with their colleagues.	All as a team - August	Send feedback report to Max (Pak Dul)

#### Goals Established for Sangihe Administrators

Action	Who & When	Reporting
1. Report to the Head of the Education Department and to the	Robert & Merry (Sangihe) – 27 May	Email report to Brenda

Bupati.	2005	
2. Support, observe and give feedback to teachers.	Robert – July 2005	Email report to Brenda
3. Copy and distribute the language acquisition paper to all teachers in schools where classes where taught.	Robert – 30 June 2005	Email report (including cover letter) to Brenda
4. Support a monthly meeting to share results of classroom	Robert & Merry – starting 15 June 2005	Keep and record agenda
5. 15 new teachers will be invited to a meeting where the new material & methodology is introduced.	Robert & Merry – by end of August	Email report to Brenda
6. 15 new teachers will observe the currently trained group including feedback session.	Robert & Merry – by October 31, 2005	Email report to Brenda.

**Goals Established for Bitung Administrators:**

Action	Who & When	Reporting
1. Report to the Head of the Education Department and to the Walikota.	Jack – 20 May 2005	Email report to Brenda
2. Support, observe and give feedback to teachers.	Jack (and other teachers) observe Esther – 27 May 2005	Email report to Brenda
3. Copy and distribute the language acquisition paper to all teachers in schools where classes where taught.	Jack – 30 June 2005	Email report (including cover letter) to Brenda
4. Support a monthly meeting to share results of classroom	Jack – starting 15 June 2005	Keep and record agenda
5. 15 new teachers will be invited to a meeting where the new material & methodology is introduced.	Jack – by end of August	Email report to Brenda
6. 20 new teachers will observe the currently trained group including feedback session.	Jack – by 31 October 2005	Email report to Brenda.

**Activities for Coastal Resource Management:**

This Resource Cities Partnership is cooperating with and lending support to another USAID-funded project, the Coastal Resource Management Program II (CRMP II). Coos Bay is providing support to Bitung on issues that are not included within the focus of CRMP II, but which are the responsibility of the City of Bitung with regard to the designation of a Marine



Managed Area (MMA) within the borders of the City of Bitung. The expertise provided by Coos Bay focused on management and legal issues of an MMA.

The first day was dedicated to reviewing and giving feedback on the academic draft developed as the precursor to city regulations regarding special marine managed areas in Lembah Strait. As an example, the Coos Bay delegates presented the South Slough statute and together the partners went through it line by line, giving examples of what worked and lessons learned from 31 years of experience managing a coastal protected site. The Coos Bay delegates encouraged the City of Bitung to adopt regulations that address the full range of marine dependent activities in the city, including but not limited to recreational diving.

The delegation also participated as advisors during a two-day USAID sponsored conference in which key stakeholders and technical advisers were brought together to discuss:

- Location and Boundaries of the Lembah Strait Marine Managed Area
- Management Options for the Lembah Strait Marine Managed Area

#### Location and Boundaries of Marine Managed Area:

Representatives of key stakeholder groups each received a map of Lembah Strait region and were asked to indicate:

- areas where the stakeholder group desires exclusive use privileges or where the stakeholder group is already the only/dominant user in that space,
- areas where the stakeholder group desires to operate but where others could also operate without conflict,
- possible impacts that use might have on other stakeholders in the area,

After each stakeholder participant completed the previously listed activity, they were given the opportunity to present their map back to the group, which then discussed the overlaps, conflicts, rules needed, and how these maps might define some of the Management Options.

#### Management Options for the Bitung Marine Managed Area program:

- Worked as a group and developed consensus to broaden the scope of the proposed regulations to include integrated, city-wide coastal and shoreline planning objectives for the full range of marine related activities within the city boundaries instead of regulations pertaining only to specific locales in the Lembah Strait.
- Discussion on management options included making recommendations as to who/what body should manage the MMA
- Discussed the need for resources to be dedicated to ensuring economic as well as ecological prosperity. Coos Bay assisted in increasing this connection.
- Discussed what to look for in an initial design
- Ensured that the objectives included: research to support management; education to increase awareness and understanding of local population; structure of management board; recommendations of authority (legal / financial) that the board should have, in particular on how to direct finances; special effort to ensure genuine representation of fisheries

**Results for Coastal Resource Management:**

- Coos Bay brought an international context to the decision making process.
- Bitung got to demonstrate progress since the last exchange and seek comments and suggestions on planned work.
- Bitung got to use international participation from Coos Bay to update city leadership on the status of planning efforts related to the management of marine resources within the city limits.
- The discussions and meetings led to an expansion of focus from a small part of Lembeh Strait to broader integrated management throughout the city's coastal jurisdiction.
- Bitung developed a set of principles that will guide the regulations of the MMA.
- The exchange created a forum to hold multi party meetings to discuss and refine a plan for the coordinated development and management of marine resources in the Lembeh Strait
- The exchange provided a catalyst to bring marine resource management experts from the regency of Sangihe to assist with the planning effort. This provided technical assistance to the city of Bitung and professional development training to the leaders from Sangihe.
- The exchange brought representatives of key stakeholder groups as well as a key national government port project leader into the planning process.
- Contacts and information exchange were established between officials of Bitung and Sangihe. Ideas for future collaboration and exchange were introduced.

**Focus of next exchange:**

- Review in detail the South Slough National Estuarine Research Reserve management plan and legal framework.
- Review additional examples of U.S. integrated coastal planning with specific relevance to Bitung and Sangihe
- Tour and meet with officials at the Port of Portland to observe and discuss relationships between a large container port and nearby coastal protected areas
- Present examples of formal and informal coastal education and education's role in supporting coastal management

**Next Steps:** Exchange 6 will take place in Coos Bay, Oregon, during the week of 19-23 September 2005.

***Solok - Gresham***

**Activities:** The fourth exchange took place in Gresham, Oregon, during the week of 19-23 April 2005. Solok was represented by Mr. Burhanis Syarief, Head of the City's Legislative Council (DPRD), Mr. Fatrial Panai, Deputy Director of the City's Planning Agency (BAPEDA), Mr. Haydar, Head of the Department of Public Works, Mr. Murdi Tahman, Finance & Administration Manager for the City Water Company (PDAM). The partners continued their work on improving water services.

Site visits include:

- The Solok delegation visited the Rockwood Water Well facilities as an illustration of how Gresham works with its neighboring water provider who supplies water to a portion of the city's residents..
- Gresham invited the Solok delegation to observe a meeting held between the City's Division of Environmental Services and a local association of property owners of down town commercial real estate. The discussion was regarding improvements that were to be made to a 4.2 mile area in Gresham's historical district. This was an example of how the City works with the local community when establishing its work goals and priorities.
- The Solok delegation visited the Department of Environmental Services' Operations Center to see how Gresham maintains its water systems, how it manages its equipment supplies, and to see examples of the meters, back-flow protection, lead detection tools and pipeline repair clamps that Gresham uses.
- The Solok delegation took a tour of the regional water facilities (reservoirs) of Washington Park and Mount Tabor to see one example of how American cities ensure a steady water supply.
- At Mr. Burhanis' request, Gresham organized a lunch-time visit to a local high school.

#### Results:

- Gresham's manager of community outreach department provided training on how Gresham encourages its citizens to participate or "buy-into" city projects.
- Gresham's Chief Financial Officer held a training session on water measurement and the billing process. The delegation then took a tour of the process from the time water is taken in through billing and collection, including a safety net.
- Update of Work Plan from previous Exchange:

Work Item	Result
1. Identify the water required to supply the city of Solok for today, in 2008 and 2013.	Completed for current usage requirements:  10,880,450 liters/day. 167 liters / second = 3.8 million gallons per day
2. Elaborate on the capital project list in the Corporate Plan: estimated project cost and map.	Completed.  Solok identified five projects from the Corporate Plan scheduled for completion in 2005. The partnership will work on estimating capital and operating costs for these five projects during Exchange 5.  Five prioritized projects: <ul style="list-style-type: none"> <li>a. purchase residential meters</li> <li>b. install master meters</li> <li>c. replace intake pump at KTK</li> <li>d. purchase materials to repair leaking pipes.</li> <li>e. relocate residential meters from inside to outside the house.</li> </ul> Issues to be addressed: -how much water is going into the system -ensure city is receiving revenue -improve water supply by decreasing loss. These were prioritized because they were aimed at improving accuracy, accounting and reliability.

3. Determine the on-going operational costs associated with item number 2.	To be addressed in next exchange. See results addressed in point 2 above.
4. Determine / confirm the revenues available for each capital project.	On schedule.
5. Determine the potential sources to fund the revenue gaps for operational and capital costs.	On schedule.
6. Outline the citizen involvement processes used by Solok in determining their budget and project plan.	<p>Completed.</p> <p>Solok has added a new aspect of community participation to its budgeting process. Previously, the City would take input from experts only at the city-level pre-development planning meeting. Now, this meeting has been divided into different sectors (education, public works, etc.) and at each of these various sector meetings, feed back from the village level is included in the process. Legislative representation has also been introduced to all three meeting levels. Previously, legislative representation only took place at the city level. Now there is legislative representation at the village and sub-district levels as well.</p> <p>A mayoral decree turned this citizen participation process into a legal decree.</p>
7. Outline Gresham's process from time water taken in through billing and collection, including safety net.	Completed during exchange.
8. List opportunities for cost savings in water system operation and maintenance.	<p>Completed. Potential areas for cost savings were identified as:</p> <ul style="list-style-type: none"> <li>• Fix leaks in area served by KTK</li> <li>• Repair leaks with 1 band instead of 2 band</li> <li>• Reservoir on KTK system (reduce electricity costs, provide water when plant not operating)</li> <li>• Leak survey for oldest pipe, highest pressure</li> <li>• Consider meter selection (\$50/5yrs/10yrs; \$60/10yrs/6yrs)</li> <li>• Consider service line material (PVC)?</li> </ul> <p>The partnership will continue work on cost savings. The next step will be to determine the feasibility of implementing the previously identified areas for costs savings.</p>
9. Complete milestones	To be completed during Exchange 5

- The following is the new work plan developed during this Exchange 4 which includes activities that the cities are to complete before their next exchange:

Activity	Timeline	Person Responsible
1. Provide update on schedule of water tariff increase developed by Kota Solok during Exchange 4.	By Exchange 5 in Solok	PDAM-Mr. Suhatri DPRD-Mr. Burhanis Kota-Mr. Johanes
2. Look into other technical assistance programs from USAID that Solok may be eligible for. (Specifically ESP with DAI. USAID returns to Kota Solok to see about projects on 04.27.)	As soon as possible.	Carol Bartl – ICMA

3. Determine costs of the five capital projects identified for completion in 2005.	By Exchange 5 in Solok	PDAM/Dinas Kimprasda–Mr. Haydar
4. Determine the on-going operational costs to PDAM associated with item number 3.	By Exchange 5 in Solok	PDAM – Mr. Murdi
5. Determine / confirm the revenues available for each capital project in point 3.	By Exchange 5 in Solok	PDAM – Mr. Suhatri PDAM – Mr. Murdi
6. Discussion of the potential sources to fund the revenue gaps for operational and capital costs of PDAM.	By Exchange 5 in Solok	PDAM/Bappeda – Mrs. Helmiyati Gresham – Terry
7. Outline new citizen involvement processes that PDAM can use in determining their budget and project plan. (PDAM will send a description of the current process before Exchange 5.)	By Exchange 5 in Solok	PDAM – Mr. Murdi
8. Determine feasibility of opportunities identified for cost savings in water system operation and maintenance. (Maps to be provided in advance.)	By Exchange 5 in Solok	PDAM – Mr. Haydar & Gresham–Dale
9. In-field training on leak detections for PDAM staff.	By Exchange 5 in Solok	Gresham – Dale
10. Complete milestones	By Exchange 5 in Solok	Bappeda- Mr. Panai & Gresham–Terry

- In addition to the work schedule, Mr. Burhanis has agreed to a water rate increase schedule. These rate increases will help PDAM & Public Works finance improvements identified in the Resource Cities Partnership program.

Activity	Date	Participants
Proposal Submitted	28.04.05– 02.05.05	Mayor submits proposal to City Council, by attaching the calculation of required rate increase by PDAM, the city of Solok.
Public Hearing	03.05.05–10.05.05	Carried out by the City Council Participants: <ul style="list-style-type: none"> <li>• Community leaders and traditional organization called bundo kundang (respected mothers)</li> <li>• NGOs</li> <li>• Universities</li> <li>• Consumer groups</li> <li>• City council</li> <li>• PDAM</li> <li>• Public Works</li> <li>• PDAM Supervisory Board</li> <li>• City Government</li> </ul> Consumers representatives from each villages
Deliberation by Council	11.05.05-31.05.05	Participants: <ul style="list-style-type: none"> <li>• City Council</li> <li>• PDAM Supervisory Board</li> <li>• City Government</li> </ul> Public Works Department
Decision Reached by Council	01.06.05–08.06.05	City Council Resolution Approving Water Rate Increase for PDAM, the city of Solok, is produced
Approval by		Solok Mayor's Decree on Water Rate Increase for

Mayor	09.06.05–14.06.05	PDAM, the city of Solok, is issued
Communication to Public	15.06.05–14.07.05	Internally: communicating changes of PDAM administration Externally: communicating increase to the public by sending out notices and announcements
Implementation	August	Rate increase takes into effect since the month of August

**Next Steps:** Exchange 5 will take place in Solok during the week of 18-22 July 2005. Exchange 6 will take place in Gresham during the week of 12-16 September 2005.

## ***Yogyakarta - Bukittinggi - Savannah***

**Activities:** From June 20-24, 2005 delegates from Savannah, Georgia and Bukittinggi, West Sumatra, traveled to Yogyakarta to attend Exchange 5.

Savannah was represented by Mr. Michael Brown, City Manager, Savannah, Ms. Beth Reiter, City Preservation Officer, Savannah, Dr. Reg Hendricks, Executive Vice President, Savannah Technical College, Ms. Carol Paulk, Department Head for Computer Information Systems, Savannah Technical College

Bukittinggi was represented by Mr. Os Yerli Asir, Acting Mayor of Bukittinggi, Mr. Elvis Munir, Staff of Planning Agency, Mr. Nasroel M. Phietra, Head of the Department of Tourism, and Mrs. Ellia Makmur, Staff of Education Department

The week long exchange focused on two topical areas: historical preservation and education.

Events and visits during the week included:

- Mayor Herry Zudianto opened the week's exchange and introduced the Savannah & Bukittinggi delegation and welcomed the participants.
- Delegates visited the State University of Yogyakarta, University of Sarjanawiyata Tamansiswa, Technical High Schools No. 4, No. 5 and No. 6.
- An Opening Ceremony of the Yogyakarta Community College was held at one of the three sites currently housing the community college courses (Technical High School No. 4).
- Visit to Tamansari (water palace) to view the improvements made since the last exchange held in Yogyakarta. Savannah assisted Yogyakarta in applying for the World Monument Fund grant that Yogyakarta received.

Education: a four day workshop was held on topics related to community colleges. Yogyakarta and Savannah have been working together on the development of a community college in Yogyakarta over the past three years. In November 2004, the first community college opened. A formal opening ceremony was held during this exchange to celebrate the opening. The partnership is now focusing on topics aimed at improving management and curriculum for the community college. The workshop focused on the following topics:

- Community colleges in Indonesia: the workshop started off with an overview of community college development in Indonesia by Mr. Sukowaluyo, the Directorate of Vocational Education, Department of National Education. Mr. Putu Sudiro, a professor of the technical faculty at Yogyakarta State University gave a presentation on the goals and benefits of community colleges and how, for example, community-based education has been used in Bali to keep culture alive and has increased tourism revenue generation.
- Community college management: Dr. Reg Hendricks introduced ten key components to a world class technical college: authority to confer credentials; active governing board; president/chief executive officer; published mission statement; commitment to continuous quality improvement programs are of appropriate length; number of full-time faculty/staff; adequate learning resources and services; adequate student support services; adequate fiscal resources. He expanded on each point with real-life examples. These points generated much conversation among the three cities so additional time was allocated to the Q&A session.
- Website design: a professor from well-renowned Gada Madja University gave a session on the basics of starting a web page.
- Website development and maintenance: Carol Paulk discussed the items to keep in mind when designing a website, including visuals, usability, design, layout, color, text, background, and graphics.
- Comparative education systems: Mr. Hajar, is a professor of the Art and Design Department at the State University of Yogyakarta. Mr. Hajar is also a consultant for the city and acts in the capacity of the Head of the Research and Development Department for the City's Planning Agency. He gave a comparison of the teaching conditions in Australia, where he taught for three years and the conditions in Indonesia. He explained the limitations that Indonesian teachers face and gave examples of how he is working around these limitations.
- Curriculum development: Ms. Carol Paulk gave a training on curriculum development which included curriculum change process; course length and credit hours; program standards; templates and examples; and resources.

Approximately 40 participants in the four-day workshop included teachers and administrators from the Departments of Education from Yogyakarta and Bukittinggi.

Historical Preservation: the week's activities focused on Yogyakarta's efforts to preserve a neighborhood, RS Gamelan, a historically rich area surrounding the Yogyakarta Palace, that is in jeopardy of losing this richness due to the development and housing needs of local residents. This week's exchange, facilitated by the Jogya Heritage Society, brought together key stakeholders, including local residents and city officials, to identify specific characteristics of building designs appropriate for that area. The output of this week's meetings will be the recommendations for building guidelines that will regulate future development in the RS Gamelan neighborhood and management mechanism for implementation of the design guidelines.

Residents who participated were assigned to one of two groups based on their neighborhood location. The city staff was randomly assigned to the two groups. Each group was facilitated by a member of the Jogya Heritage Society. On the first day, each group was first tasked with identifying building types and building characteristics, such as window types, roof types, door frames, and types of ornaments, which are appropriate for the given area. During the next

session, the group was tasked with identifying environmental designs and characteristics, such as (street lamps, fences, gutters, plants). On the second day of the workshop, a third group was added that included the Association of Architects, Forum Yogya (an NGO), members of Yogyakarta's city council, and city officials from several departments. This group discussed policy and administration issues related to building guideline regulations. The subject included: institutional arrangements; procedures; incentives and disincentives; and funding sources.

During the last day of the workshop, the results of these meetings were compiled and presented to the group as a whole and reviewed in order to include final recommendations for revisions, additions, and deletions.

Savannah was instrumental in providing examples and sharing their experiences with what worked well and did not work well for Savannah as they developed their regulation guidelines.

In addition to the group work, the following presentations were made:

- Ms. Beth Reiter: The Savannah experience with design guidelines.
- Ms. Titi Handayani: Examples of city guidelines from other cities.
- Ms. Anggriana Minarni: Presentation on Javanese architecture

### **Results:**

Community college:

- Opportunity for the city educators to express their concerns to a representative of the national government.
- Training in key issues upon which a successful community college must focus.
- Training on website development and maintenance.
- Training on curriculum development.

Historical presentation:

- Draft of the building and environmental design guideline recommendations.
- Preliminary draft of the implementing mechanism.

**Next Steps:** The next exchange is scheduled to take place in Savannah during the week of 22-26 August 2005.

## **B.2 Association Development**

During this quarter, BIGG/LGSP continued assistance to the associations in two key areas: organizational management and member services.

### ***Organizational Management***

#### **Planning and orientation retreat for BKKSI's Newly-Elected Board of Directors :**

In conjunction with BKKSI's first Board meeting following the MUNAS II, LGSSP hosted and facilitated a 3-day leadership retreat in April with the newly-elected Board of Directors, the reappointed Executive Director and secretariat staff. The purpose of the retreat was to help the



new leaders understand and clarify, among other things: leadership roles and responsibilities; organizational structures and channels of communications; and delivery of demand-driven program and services for regency governments.

Specific topics addressed during the 1 ½ day Board retreat were:

1. Consensus and joint decision-making
  - Why joint decision-making is important for a membership organization;
2. Elements for conducting effective meetings
  - Development of a workable agenda
  - Four stages of problem solving
3. Three phases of Board leadership
  - How vision and mission related to leadership
  - The importance of strategic planning process
  - Strong internal management as key to getting work plans accomplished
4. Defining Vision, Mission, and Strategic Planning
  - What are the basic elements of strategic planning
  - How to define goals and objectives
  - How goals and objectives translate to the development of a work plan
  - Prioritization of BKCSI goals
  - Identification of 60 day priority agenda for the association

Specific topics addressed during the 1 ½ day Staff retreat were:

5. Identification of all issues affecting BKCSI management
6. How to respond to the Board's 60-day agenda for priorities
7. Presentation of regional coordination work plans and improvements
8. Using the SMART decision making model for assessing goals or tasks
9. Board and Staff communications

Consultant Dick Townsend's observations and recommendations provide an understanding of the current evolution of BKCSI's leadership. The newly-elected BKCSI board appears to be very willing to be involved in decision making which is in contrast to the passive board of the previous four years. While board members are not well grounded in understanding the association's business, the new president made every attempt to recognize that all members speak. This too is in contrast to the previous president who did not receive much involvement by other board members. However, additional board support and orientation is needed in processes for consensus building and in understanding the role and mechanisms of a local government association. While it is a positive sign that the new board is more engaged in the business of the association, there seems to be a limited understanding of their appropriate roles and responsibilities as a body that are policy setters vis-à-vis the administrative body of the secretariat. The new board does appear to regard the organization as an independent entity not under the control of the Ministry of Home Affairs, and the name change to "badan" or agency did not alter the vision or mission of the organization. The greatest change in the organization to date seems to be in structural changes including the addition of a Secretary General on the Board.

With regard to staff, the consultant noted that staff capacities have increased greatly over the past few years. They are eager and able to implement member programs and services, much of which were still suspended since the political uncertainties beginning in December 2004. While staff is fully versed in the role and functions of the association, there is still reluctance on the Executive Director's part to proceed with programs and services. This is due to budget constraints and a great degree of caution with the new board, as well as feeling the need to have the Secretary General's approval on all matters. This caution and hesitation was precipitated in part by the new Board's mandate that the Executive Director and staff have annual performance evaluations. (LGSSP has provided model forms and other supporting materials to inform on fair and professional performance evaluations.) In other matters, there are still significant barriers for the association to improve communications with members due to the lack of viable and inexpensive communications infrastructures for the regions. LGSSP will continue to work with the secretariat to ensure that programs and services are reinstated.

### **Technical Assistance Support for APEKSI's Financial Management Systems :**

One of LGSSP's long-term goals over the past four years of support has been to develop the financial management capacity of the associations' secretariats. This is a critical element of any sustainable organization. A desired impact of this continued training was to enable the associations to meet the demanding standards associated with financial management, program results reporting, as well as sound and transparent accounting standards as potential direct grant recipients of USAID and other international donors.

Towards this end, independent consultant Debby Ferdiany (former CETRO Finance Manager) was contracted to provide direct technical assistance and training to the finance staff of APEKSI to ensure that they changed their financial management, accounting, banking, and reporting systems in a way that would comply with USAID policy for grantees. During June, Ms. Ferdiany assessed APEKSI's current financial management practices, and trained two secretariat staff in internal budgeting and financial management systems along four major areas:

Budgeting – Reiterating the need for an annual budget that is a basic tool for guiding all finances and operations of the association

Financial Procedures – Recommendations stipulating the need for internal control systems and policies related to use of petty cash; Check signatories; Maintaining separate accounts for each donor/source of fund; Verification of banking records with accounting records; Use of a voucher system; Procurement policies, etc.

Reporting requirements – How to report on programs according to the USAID format; Budget as policy document to inform on financial and program activities; Recording and reporting all in-kind contributions in a transparent manner; Using budget and accounting reports as performance indicators, etc.

Overall organizational and management policies – Developing financial management systems and procedures manuals; Standardizing program monitoring and reporting; Formally approving job descriptions for staff; Developing written personnel policies for staff; Improving office

security; Improving record keeping and filing systems; Establishing salary, performance evaluation, timesheet, and payroll procedures.

The consultant and the Association Advisor presented the series of recommendations to the Executive Director and the Financial Director, receiving assurances that staff would be directed immediately to institute the recommendations. Ms. Ferdiany will return for monthly reviews with finance staff to answer questions and trouble-shoot on implementation of new policies and procedures. While many elements of the recommendations were initiated immediately and there appears to be considerable political will to comply with all recommendations, there is still a need to assist staff and managers with the development of a budget, and establish the uses of a budget. This assistance and training will be provided by another consultant in August. Further, Ms. Ferdiany will conduct periodic assistance in the remaining months of the program, and conduct a final assessment of the association financial management systems in November for presentation to USAID officials as a final or summary “report card” on APEKSI’s financial management capabilities and practices.

In addition, the Executive Director of BKCSI has given approval for similar technical assistance training with his staff and organization which will mirror the assistance given to APEKSI. Ms. Ferdiany will begin training for BKCSI staff in July.

### ***Member Services***

**Public Service Awards:** Last quarter, LGSSP provided financial support to APEKSI on their kick-off meeting identifying selection criteria for an annual public service award for cities. This quarter follow up technical assistance was provided to the association secretariat with specific guidelines for organizing, managing, and promoting the award process in a professional and unbiased manner - along the lines of similar programs hosted by the National League of Cities and other US local government associations. It is anticipated that APEKSI will announce and publicize the final public service awards by early 2006, focusing on how regional autonomy has improved city services.

**Public Relations in Local Government Workshop:** Upon the request of APEKSI Executive Director, ICMA’s Communications and Training Advisor and a Senior Local Government Advisor conducted a 2 day workshop with association staff to present a new paradigm for improving public relations in a local government context. The May workshop presented a continuum of how various techniques in information dissemination, citizen input, and full citizen involvement in decision making are all important elements of improving public relations with the community. The workshop was presented as a model that will be delivered to APEKSI members in August, and that will be replicated by APEKSI staff for future membership training.

**Newly-Elected Officials Training:** In May, ICMA’s Communications and Training Advisor continued her planning and program development assistance with staff of APEKSI and BKCSI to identify a detailed agenda for future orientation workshops for newly-elected officials following the Pilkada results. With technical and financial support from LGSSP, APEKSI will conduct its training in September with a target audience of 40 officials who have never held local

office before. BKCSI is planning to conduct its training in October targeting approximately 60 officials.

**2nd round of Best Practice Data Collection and Documentation:** During the quarter, BIGG resumed financial and technical support to BKCSI on best practices for a second publication containing cases from member kabupaten. The documentation process during the prior period was suspended by the executive director in order to direct all staff resources to the Munas and related issues of constitution and by-laws revision.

### **B.3 Coordination with Other Local Government Programs**

*National Democratic Institute:* ICMA's upcoming training for newly-elected officials (walikota and bupati) will borrow some supporting materials from NDI's training workshop with the newly-elected officials of the legislative associations.

*The Nature Conservancy:* ICMA maintains contact with The Nature Conservancy with regard to exchanges held between Berau and Port Angeles, Washington.

*CRMP:* ICMA is coordinating work and meetings with CRMP with regard to the Marine Protected Area in Bitung.

*DAI:* ICMA is coordinating work and meetings with DAI on the ESP with regard to water services work in Balikpapan, Berau and Solok.

*World Bank:* ICMA's Chief of Party and Association Advisor met with World Bank Capacity Building Advisor, Mr. Govindan Nair, to provide a briefing on the local government associations and to give input on future programs targeting local officials that are being considered by the World Bank.

*GTZ:* The GTZ-funded association advisors work closely with the ICMA association advisor in making preparations for an assessment of gaps in Law 32 and PP 25 as they related to advocacy position development of the associations.

*VNG International:* ICMA coordinated with VNG International in planning a jointly-sponsored policy program as a follow up to the November 2004 seminar on Law 32: Impact on Local Governments. Agreement was reached on cost-sharing for consultant Gabe Ferrazzi's assessment which will begin in August, continuing in October.

### **C. Challenges/Issues of Concern Affecting Implementation and Actions Taken**

BKCSI's new leadership structure includes a Secretary General in addition to a President. The officer who holds this position often times requires signatory approval on all matters regarding the association, which is a great departure from the past where the Board was disengaged from the operations and services of the association. This new organizational structure has significantly inhibited the Executive Director from either making decisions or feeling that he has the authority to make any decisions without full vetting and approval by the Secretary General.

This has had the effect of making the organization less flexible and increasingly bureaucratic. This further has had an impact on BIGG's program and offerings of assistance, in that there is a larger time delay in approval and implementation of our assistance. We are attempting to offer a full slate of program activities through November/December 2005, but BKCSI may not be able to avail themselves of all of these offerings due to this new dynamic.

## **Annex 1: Results Matrix**

## ***Resource Cities Program - Partnership Activities Results Matrix I***

Goal: Develop the capacity of decentralized and participatory local governments and the organizations that represent them

Objective: To build local government management capacity for improved service delivery

Entries in **BOLD** = new this quarter

### ***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Balikpapan</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• The delegates received training on interactive teaching methods in the area of science and environment</li> <li>• The delegates received training on how to carry out a water audit.</li> <li>• <b>The delegates received training on community awareness for water conservation.</b></li> </ul>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• <b>Inventory of major system losses completed fro the Tritip, Kampung Baru, Kelurahan Baru Tengah areas and the Bangun Reksa housing complex in Balikpapan.</b></li> <li>• <b>Completed pressure zone analysis in the Tritip, Kampung Baru, and Kelurahan Baru Tengah areas in Balikpapan</b></li> <li>• <b>Leaking water mains replaced in the previously mentioned three areas.</b></li> <li>• <b>Inaccurate meters were replaced.</b></li> <li>• <b>Public information campaign started (message included in the billing statement)</b></li> </ul>

***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Berau</b>	Conducted and completed by Mr. Richard Townsend in January/February 2004.	<ul style="list-style-type: none"> <li>• Curriculum developed, in the Indonesian and English languages, on “Keep Berau Clean”.</li> <li>• Six elementary school teachers trained in new methodology and content on “Keep Berau Clean” lessons.</li> <li>• A presentation explaining the drainage / solid waste projects and their supporting budgetary needs was developed and presented at a formal Regency Council (DPRD) meeting.</li> <li>• Port Angeles provided technical advice for improving to current drainage systems: identification of canal flow problem areas, hydraulics study.</li> <li>• Port Angeles provided technical advice on methods to improving solid waste systems: prototype of improved garbage container, new garbage pick-up routes and garbage container placement sites.</li> <li>• <b>Port Angeles provided technical advice on water pipe positions and pipe crossing construction.</b></li> <li>• <b>Port Angeles provided technical feed back on flood basin calculations completed by local consultant.</b></li> <li>• <b>Port Angeles provided technical assistance on methods of collection and the trash hauling route.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Port Angeles trained Berau on capital facilities planning. Berau will apply CFP model to one of the projects to be completed under the Resource Cities program. The CFP will be presented to Bappeda and finance department.</li> </ul> <p><b><u>Continued Results under Previous Column:</u></b></p> <ul style="list-style-type: none"> <li>• <b>Six elementary school teachers trained in new curriculum and teaching methods on “Let’s Be Vocal” lessons.</b></li> </ul>	<ul style="list-style-type: none"> <li>• Six elementary school teachers implement “Keep Berau Clean” curriculum and new methodology in classroom.</li> <li>• <b>New equipment design for shovels implemented and are being used by crews.</b></li> <li>• <b>City Affairs presented a project to the Planning Agency using the CFP format. The Planning Agency has decided that they will adopt this new tool as well.</b></li> <li>• <b>A waste disposal bin developed under the program, was completed and installed.</b></li> <li>• <b>Six elementary school teachers implement “Let’s Be Vocal” curriculum and new methodology in classroom.</b></li> </ul>



***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Bitung</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• Bitung/Sangihe delegation received technical training in municipal watershed and marine environment protection and preservation; implementation of new learning resources in public schools; and public/private tourism sector marketing and promotion.</li> <li>• <b>Five elementary school teachers trained in new curriculum and teaching methods on English as a Second Language.</b></li> <li>• <b>Coos Bay provided training and technical advice on marine resource management.</b></li> </ul>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• <b>Four elementary school teachers implemented the ESL curriculum and new methodology in live classroom setting.</b></li> <li>• <b>Bitung developed a set of principles that will guide the regulations of the marine managed area.</b></li> <li>• <b>Bitung held a key stakeholder meeting for input into the marine managed area.</b></li> </ul>
<b>Bukittinggi</b>	Not applicable. City chosen as partner for Yogyakarta & Savannah based on their predetermined interest in Tourism.	<ul style="list-style-type: none"> <li>• Tourism technical training included: <ul style="list-style-type: none"> <li>- how to promote tourism</li> <li>- how to enter into partnerships with local businesses to promote tourism</li> <li>- festival management</li> </ul> </li> <li>• Community College technical training included: <ul style="list-style-type: none"> <li>- curriculum development</li> <li>- how to establish and manage a community college</li> </ul> </li> <li>• <b>Savannah provided training on historical preservation guidelines.</b></li> <li>• <b>Savannah Tech provided training on community college management, website design &amp; development and curriculum development.</b></li> </ul>	Not applicable in Phase 2	

***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Samarinda</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• The delegates received training on interactive teaching methods in the area of science and environment</li> <li>• The delegates received training on how to carry out a water audit.</li> <li>• The delegates received training on inventory methods.</li> <li>• <b>The delegates received training on community awareness for water conservation.</b></li> </ul>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• <b>An inventory of the existing facilities was completed.</b></li> <li>• <b>A water audit and evaluation was completed for the Bengkuring residential area.</b></li> <li>• <b>Water Quality was measured at Bengkuring.</b></li> <li>• <b>Public information campaign started (message included in the billing statement)</b></li> </ul>
<b>Sangihe</b>	Not applicable. City was nominated by Bitung to join partnership extension with Coos Bay.	<ul style="list-style-type: none"> <li>• Bitung/Sangihe delegation received technical training in municipal watershed and marine environment protection and preservation; implementation of new learning resources in public schools; and public/private tourism sector marketing and promotion.</li> <li>• <b>Coos Bay provided training and technical advice on marine resource management.</b></li> <li>• <b>Three elementary school teachers trained in new curriculum and teaching methods on English as a Second Language.</b></li> </ul>	Not applicable in Phase 2	
<b>Solok</b>	Conducted and completed by Mr. Richard Townsend in January/February 2004.	<ul style="list-style-type: none"> <li>• Solok received training in rate modeling principles and retail cost-of-service.</li> <li>• <b>Solok received training on including public participation in the decision making process.</b></li> <li>• <b>Gresham provided training on the water billing system, from time water is taken in through billing and collection.</b></li> </ul>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• <b>Solok identified 5 projects from the Corporate Plan scheduled for completion in 2005.</b></li> <li>• <b>Solok developed a cost savings plan for the water system.</b></li> </ul>

***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Yogyakarta</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• Tourism technical training included: <ul style="list-style-type: none"> <li>- how to promote tourism</li> <li>- how to enter into partnerships with local businesses to promote tourism</li> <li>- festival management</li> </ul> </li> <li>• Community College technical training included: <ul style="list-style-type: none"> <li>- curriculum development</li> <li>- how to establish and manage a community college</li> </ul> </li> <li>• Savannah provided training on historical preservation guidelines.</li> <li>• Savannah Tech provided training on community college management, website design &amp; development and curriculum development.</li> </ul>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• Three community colleges are open and offering courses to students.</li> <li>• A draft of the building and environmental design guideline recommendations were developed.</li> <li>• Preliminary draft of the implementing mechanism was developed.</li> </ul>

***Subobjective 1a: Provide practical tools and experiences – part 2***

	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>Balikpapan</b>	Not applicable to Phase 2			
<b>Berau</b>	Not applicable to Phase 2	<ul style="list-style-type: none"> <li>• City Affairs and Public Works Departments started inter-departmental cooperation and coordination as a result of the drainage &amp; solid waste projects.</li> <li>• Work on clearing canals in test neighborhood has begun.</li> <li>• New solid waste container models were developed and placed.</li> </ul>	<ul style="list-style-type: none"> <li>• Six elementary school teachers implement this new methodology and content in classroom.</li> <li>• A prototype of an increased capacity public garbage container was built and installed.</li> </ul>	

***Subobjective 1a: Provide practical tools and experiences – part 2***

	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>Berau (con't)</b>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• The Regency Council approved the 1.5 billion rupiah funds requested in the 2005 budget for the Public Works department. Port Angeles was informed that the budget was approved in its entirety because the Council knew this money would be dedicated to works under the Resource Cities Program.</li> <li>• The Regency Council approved the 600 million rupiah funds requested in the 2005 budget for the City Affairs department. Port Angeles was informed that the budget was approved in its entirety because the Council knew this money would be dedicated to works under the Resource Cities Program.</li> </ul>		
<b>Bitung</b>	Not applicable in Phase 2			
<b>Bukittinggi</b>	Not applicable in Phase 2			
<b>Samarinda</b>	Not applicable in Phase 2			
<b>Sangihe</b>	Not applicable in Phase 2			
<b>Solok</b>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• The Head of the City Council gave the go-ahead for a rate increase proposal to be presented to the council.</li> </ul>		
<b>Yogyakarta</b>	Not applicable in Phase 2			

***Subobjective 1b: Promote information sharing and public diplomacy***

	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>Balikpapan</b>	<ul style="list-style-type: none"> <li>Journalist Christiana Dwi attended two days of sessions held in Balikpapan during Exchange 1. Several articles about the program were published in the Tribun Balikpapan newspaper.</li> <li>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</li> <li>An article about exchange 2 was included in the Oregonian, a state wide newspaper.</li> <li>An article about Exchange 3 was included in the Tribun Balikpapan (01.12.2005).</li> </ul>	<ul style="list-style-type: none"> <li>Journalist Christiana Dwi attended two days of sessions held in Balikpapan during Exchange 1. Several articles about the program were published in the Tribun Balikpapan newspaper.</li> <li>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</li> <li>An article about the exchange 2 was included in the Oregonian, a state wide newspaper, the Portland Tribune and Tigard Times.</li> <li>An article about Exchange 3 was included in the Tribun Balikpapan (01.12.2005).</li> </ul>	<ul style="list-style-type: none"> <li><b>The consulting firms, Murray Smith Associates, Inc. and Clean Water Services joined Tigard and will contribute human resources to all exchanges held under the auspices of the Resource Cities Program.</b></li> </ul>
<b>Berau</b>	<ul style="list-style-type: none"> <li>Coverage of Exchange 1 was included in articles published in the Kaltim Post.</li> <li>Coverage of Exchange 2 was included in articles in the Peninsula Daily News and Peninsula Northwest</li> <li>Coverage of Exchange 3 was included in 2 articles in the Pro Kaltim daily (12.08.04).</li> <li><b>Coverage of Exchange 5 was included in the Kaltim Post (05.10.05)</b></li> </ul>	<ul style="list-style-type: none"> <li>Coverage of Exchange 1 was included in articles published in the Kaltim Post.</li> <li>Coverage of Exchange 2 was included in articles in the Peninsula Daily News and Peninsula Northwest</li> <li>Coverage of Exchange 3 was included in 2 articles in the Pro Kaltim daily (12.08.04).</li> <li><b>Coverage of Exchange 5 was included in the Kaltim Post (05.10.05)</b></li> </ul>	<ul style="list-style-type: none"> <li>Education supplies donated by private U.S. citizen to Berau schools.</li> <li><b>Additional education supplies donated by private U.S. citizen to Berau schools.</b></li> <li><b>Books were shipped from Port Angeles to Berau for the local high school plus.</b></li> </ul>
<b>Bitung</b>	<ul style="list-style-type: none"> <li>Mr. Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>Coos Bay team provided a news release to all local/regional media – newspapers, radio and television – prior to exchange visit.</li> </ul>	<ul style="list-style-type: none"> <li>Mr. Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>Two TV news broadcasts by local/regional station (CBS affiliate), and a live interview by the staff at a local radio station. Other stations in the market ran news release provided by the Coos Bay team.</li> </ul>	<ul style="list-style-type: none"> <li>Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club.</li> <li>The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program.</li> <li><b>The Oregon Southwestern Community College joined Coos Bay and is contributing human resources to all exchanges held under the auspices of the Resource Cities Program.</b></li> <li>Education supplies donated by private U.S. citizen to Bitung and Sangihe teachers.</li> </ul>

***Subobjective 1b: Promote information sharing and public diplomacy***

	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>Bukittinggi</b>	<ul style="list-style-type: none"> <li>Article in local newspaper, the Savannah Morning News</li> <li>Interview on Savannah Public TV station</li> <li>Three articles about exchange 3 were included in local area newspapers</li> </ul>	<ul style="list-style-type: none"> <li>Coverage of the exchange was published in the newspaper Singgalang.</li> <li>Article in local newspaper, the Savannah Morning News</li> <li>Three articles about exchange 3 were included in local area newspapers</li> </ul>	
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos.</li> <li>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</li> <li>An article about the exchange was included in the Oregonian, a state wide newspaper.</li> <li>An article about Exchange 3 was included in the Tribun Samarinda (01.13.2005).</li> </ul>	<ul style="list-style-type: none"> <li>Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos.</li> <li>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</li> <li>An article about Exchange 2 was included in the Oregonian, a state wide newspaper, the Portland Tribune and Tigard Times.</li> <li>An article about Exchange 3 was included in the Tribun Samarinda (01.13.2005).</li> </ul>	<ul style="list-style-type: none"> <li><b>The consulting firms, Murray Smith Associates, Inc. and Clean Water Services joined Tigard and will contribute human resources to all exchanges held under the auspices of the Resource Cities Program.</b></li> </ul>
<b>Sangihe</b>	<ul style="list-style-type: none"> <li>Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>Coos Bay team provided news release to all local/regional media – newspapers, radio and television – prior to exchange visit.</li> </ul>	<ul style="list-style-type: none"> <li>Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>Two TV news broadcasts by local/regional station (CBS affiliate), and a live interview by the staff at a local radio station. Other stations in the market ran news release provided by the Coos Bay team.</li> </ul>	<ul style="list-style-type: none"> <li>The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program.</li> <li><b>The Oregon Southwestern Community College joined Coos Bay and is contributing human resources to all exchanges held under the auspices of the Resource Cities Program.</b></li> <li><b>Education supplies donated by private U.S. citizen to Bitung and Sangihe teachers.</b></li> </ul>
<b>Solok</b>	<ul style="list-style-type: none"> <li>Coverage of the exchange was included in articles in the Mimbar Minang daily newspaper and the Singgalang daily newspaper</li> <li><b>Coverage of Exchange 4 was included in the Daily Journal Commerce (05.27.2005)</b></li> </ul>	<ul style="list-style-type: none"> <li>Coverage of the exchange was included in articles in the Mimbar Minang daily newspaper and the Singgalang daily newspaper</li> <li><b>Coverage of Exchange 4 was included in the Daily Journal Commerce (05.27.2005)</b></li> </ul>	

***Subobjective 1b: Promote information sharing and public diplomacy***

	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>Yogyakarta</b>	<ul style="list-style-type: none"> <li>Article in local newspaper, the Savannah Morning News</li> <li>Interview on Savannah Public TV station</li> <li>Delegation featured on local TV channel.</li> <li>Delegation introduced in brochure for Asian Festival (circulation 200,000 over a 250 mile radius)</li> <li><b>Coverage of Exchange 5 was included in Kompas Edisi Jogja on June 21, in The Jakarta Post on June 22, 2005 in Kompas Edisi Jogja on June 23, 2005 and Kompas Edisi on June 24, 2005.</b></li> </ul>	<ul style="list-style-type: none"> <li>The exchange and MOU signing ceremony were covered in articles in the local newspapers Kedaulatan Rakyat, Kompas and Bernas</li> <li>Article in local newspaper, the Savannah Morning News.</li> <li>Delegation featured on local TV channel.</li> <li>Delegation introduced in brochure for Asian Festival (circulation 200,000 over a 250 mile radius)</li> <li><b>Coverage of Exchange 5 was included in Kompas Edisi Jogja on June 21, in The Jakarta Post on June 22, 2005 in Kompas Edisi Jogja on June 23, 2005 and Kompas Edisi on June 24, 2005.</b></li> </ul>	<ul style="list-style-type: none"> <li>Jogyakarta Heritage Society (NGO) participated in the Exchange 1 sessions and was given a role in the partnership.</li> <li>Delegation met with representatives of the local Chamber of Commerce and the Film Board.</li> </ul>

***Subobjective 1c: Promote sustainable partnerships***

	<b>Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships</b>	<b>Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>	<b>Increase opportunities for regional networking and mutual understanding of common issues</b>
<b>Balikpapan</b>	<ul style="list-style-type: none"> <li>Progress was made during the exchange on the web page and virtual classroom concept.</li> </ul>		<ul style="list-style-type: none"> <li>Portland State University participated in the exchange</li> <li>The Moslem Educational Trust participated in the exchange.</li> </ul>	<ul style="list-style-type: none"> <li>A private consulting firm, Murray, Smith &amp; Associates, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Balikpapan's water project.</li> <li>A private consulting firm, Clean Water Services, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Balikpapan's water project.</li> </ul>
<b>Berau</b>	<ul style="list-style-type: none"> <li>Email contact is sustained between SMK Plus high school and Port Angeles' education consultant.</li> </ul>	<ul style="list-style-type: none"> <li>SMA Plus high school received 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> place in an essay writing competition. Most of the students wrote about cleaning up their environment and waste management, using materials that Port Angeles provided to the school.</li> </ul>	<ul style="list-style-type: none"> <li>Education supplies donated by private U.S. citizen to Berau schools.</li> </ul>	
<b>Bitung</b>	<ul style="list-style-type: none"> <li>At ORCO TECH (North Bend), the delegates were given Internet access and learned to develop their personal email account at Yahoo. Delegates also were instructed in information search techniques by ORCO TECH staff and by the library director at the Oregon Institute of Marine Biology (OIMB).</li> </ul>		<ul style="list-style-type: none"> <li>Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club.</li> <li>The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program.</li> </ul>	<ul style="list-style-type: none"> <li>Staff at OIMB and South Slough Research Reserve engaged in a question/answer information exchange with delegation about marine environment and environmental protection issues common to the Pacific Ocean and the ocean/land interface.</li> </ul>
<b>Bukittinggi</b>				



***Subobjective 1c: Promote sustainable partnerships***

	<b>Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships</b>	<b>Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>	<b>Increase opportunities for regional networking and mutual understanding of common issues</b>
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>Progress was made during the exchange on the web page and virtual classroom concept.</li> </ul>		<ul style="list-style-type: none"> <li>Portland State University participated in the exchange</li> <li>The Moslem Educational Trust participated in the exchange.</li> </ul>	<ul style="list-style-type: none"> <li>A private consulting firm, Murray, Smith &amp; Associates, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Samarinda's water project.</li> <li>A private consulting firm, Clean Water Services, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Samarinda's water project.</li> </ul>
<b>Sangihe</b>	<ul style="list-style-type: none"> <li>At ORCO TECH (North Bend), the delegates were given Internet access and learned to develop their personal email account at Yahoo. Delegates also were instructed in information search techniques by ORCO TECH staff and by the library director at the Oregon Institute of Marine Biology (OIMB).</li> </ul>		<ul style="list-style-type: none"> <li>The Oregon Coastal Environmental Awareness Agency (OCEAN) has joined Coos Bay and will contribute human resources to the Resource Cities Program.</li> </ul>	<ul style="list-style-type: none"> <li>Staff at OIMB and South Slough Research Reserve engaged in a question/answer information exchange with delegation about marine environment and environmental protection issues common to the Pacific Ocean and the ocean/land interface.</li> <li>The Director of OCEAN (Oregon Coastal Environmental Awareness Network) participated as a delegate representing Coos Bay.</li> </ul>
<b>Solok</b>			<ul style="list-style-type: none"> <li>Gresham arranged for Solok to meet the Director of Health for Portland plus visit two health clinics</li> </ul>	
<b>Yogyakarta</b>	<b>Jogya Heritage Society maintains email contact with the Historical Preservation Officer of Savannah.</b>		<ul style="list-style-type: none"> <li>Jogyakarta Heritage Society (NGO) participated in the Exchange 1 sessions and was given a role in the partnership.</li> <li>Delegation met with representatives of the local Chamber of Commerce, organizers of the Savannah Film Festival and the Savannah Music Festival.</li> </ul>	

## ***Association Capacity-Building Activities Results Matrix II***

Goal: Develop the capacity of decentralized and participatory local governments and the organizations that represent them

Objective: To establish effective, representative, and independent local government associations

Entries in **BOLD** = new this quarter

### ***Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Train and/or assist association leadership and staff in advocacy concepts and techniques	8 of 4 targets met	<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Train and/or assist association leadership and staff on formal and informal avenues for advocacy at the national level	5 of 4 targets met	<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Sponsorship of 4 association coalition workshop and consultant to develop policy paper in response to Law 22/99 revision (Dec. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>
Train and/or assist association leadership in establishing a process to develop policy positions and arguments	8 of 4 targets met	<ul style="list-style-type: none"> <li>• Introduced policy committee concepts and techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• Model POKJA: Local government working group on performance based budgeting policy issues. (June. 2003) (APEKSI, APKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Train and/or assist association in understanding various methods of obtaining membership participation and/or input in advocacy positions	8 of 4 targets met	<ul style="list-style-type: none"> <li>• Introduced concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process that includes membership participation during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Member workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Association advocates at the national level	6 of 3 targets met APEKSI 7 of 3 targets met APKASI	<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> <li>• APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs before Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send joint letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI conduct joint press conference announcing policy position statement on revision of Law 22/99, and presented policy before Ministry of Home Affairs officials (Dec. 11, 19 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</li> <li>· <b>APEKSI leadership provides input on revision of PP25/00 to MOHA and Minister Ma'ruf, and input on land use to National Land Use Board (BPN) and Vice Deputy DPD (April/May 2005)</b></li> <li>· <b>BKKSI provides input to central government on Law 32/04 element regarding intergovernmental cooperation (May 2005)</b></li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Association identifies key coalition partners (single issue or standing coalitions)	7 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI identify and list potential coalition partners during Advocacy &amp; Coalition Building Workshop (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Entire Boards of APEKSI, APKASI, APPSI held first tripartite coalition meeting addressing Law 22 (Jan. 2002)</li> <li>• APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002)</li> <li>• APEKSI Board establishes "formulation team" with APKASI, ADEKSI, ADKASI representation to determine steps necessary to develop position on land use reform based on decentralization principles. (May 2003)</li> <li>• APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI &amp; ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99. (Nov, Dec 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI formalize their advocacy coalition with the formulation of the Association Forum (Jan. 2004)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Association conducts advocacy activities as part of a coalition	7 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI, ADEKSI, APKASI and ADKASI build advocacy coalition and jointly present positions on revision of Law 22 in 4 separate meetings before the PKB, Reform, PPP, and Golkar Fractions (Feb. 2002)</li> <li>• APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI &amp; ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99. (Nov, Dec 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> </ul>
Association policy developed using membership participation/input	3 of 2 targets met APKASI 2 of 2 targets met APEKSI	<ul style="list-style-type: none"> <li>• Association vets policy position statement on revision of Law 22 before full membership at National Working Meeting and receives input and approval (May 2002) (APKASI)</li> <li>• APKASI and 9 member regencies present position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002)</li> <li>• APEKSI membership participate in policy development and issue identification teams during their annual meeting. (August 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99 with member involvement. (Nov, Dec 2003)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Association advocates on behalf of its members	9 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> <li>• APEKSI and APKASI successfully petition to have association representation on the Ministry's "Small Team for Initiating the Revision of Law 22/1999."</li> <li>• APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002)</li> <li>• APEKSI President presents association position on local land use, maritime boundaries and forestry regulations before Ministry Officials (March 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI conduct joint press conference announcing policy position statement on revision of Law 22/99, and presented policy before Ministry of Home Affairs officials. (Dec. 11 &amp; 19, 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</li> <li>· <b>APEKSI leadership provides input on revision of PP25/00 to MOHA, and Minister Ma'ruf, and input on land use to National Land Use Board (BPN) and Vice Deputy DPD (April/May 2005)</b></li> <li>· <b>BKKSI provides input to central government on Law 32/04 element regarding intergovernmental cooperation (May 2005)</b></li> </ul>



<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Train and/or assist association in concepts of business plan development, including transparent financial management systems	6 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Technical assistance: LOC finance officer conducts training, TA in budget development and accounting/financial systems (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Training: Staff trained in intermediate MYOB accounting/financial reporting (Aug. 2004) (APEKSI)</li> <li>• <b>Technical assistance: Staff and management trained in financial management and reporting requirements for USAID-grantees (June 2005) (APEKSI)</b></li> </ul>

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Train and/or assist association in developing/diversifying/stabilizing sources of revenue	7 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Workshop: Grant and Proposal Writing. (May 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Technical Assistance: Financial Diversification and Sustainability of Associations. (March 2005) (APEKSI, BKKSI)</li> </ul>
Train and/or assist association in improving marketing capabilities	3 of 3 targets met	<ul style="list-style-type: none"> <li>• Technical assistance: Preparation of membership services flyer distributed to members at BIGG regional conference (Jan/Feb. 2002) (APEKSI, APKASI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying and marketing new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> </ul>

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Train and/or assist association in improving internal management and personnel systems	7 of 3 targets met	<ul style="list-style-type: none"> <li>• Working session: Developing association's strategic plan and organizational priorities using the Milestone Index (April 2001) (APEKSI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for transparent annual budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD, reporting relationship between ex. dir. and finance officer. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Technical assistance: LOC finance officer conducts training, TA in budget development and accounting/financial systems (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Technical assistance: APEKSI leadership retreat (Sept. 2004) (APEKSI)</li> <li>? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)</li> <li>• <b>Technical assistance: Staff and management trained in financial management and reporting requirements for USAID-grantees (June 2005) (APEKSI)</b></li> </ul>

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Train and/or assist association in defining the roles, responsibilities and authorities of the board, executive director and staff	7 of 3 targets met	<ul style="list-style-type: none"> <li>• Technical assistance: LOC executive director worked with directors on improvements to roles, responsibilities, authorities during 4<sup>th</sup> LOC exchange (March 2002)</li> <li>• Working session: Board and Executive Roles and Responsibilities during 4<sup>th</sup> LOC exchange (March 2002)</li> <li>• Training: Oregon Association of School Board conducts training on improving board and executive roles and responsibilities, and goal setting during 5<sup>th</sup> LOC exchange (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of Board of Directors meetings and association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Technical assistance: APEKSI leadership retreat (Sept. 2004) (APEKSI)</li> <li>? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)</li> <li><b>? Technical assistance: BKKSI's leadership retreat (May, 2005)</b></li> </ul>
Association adopts and/or implements one or more transparent financial management systems	1 of 1 target met APKASI 2 of 1 targets met APEKSI	<ul style="list-style-type: none"> <li>• APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003)</li> <li>• APEKSI separated two financial management functions (bookkeeping function separated from reporting function). Association prepares and sends quarterly financial report to full Board of Directors. Accounting system switched from manual to electronic/computer. (Nov. 2004)</li> <li><b>? APEKSI implements voucher system and procurement procedures based on recommendations from consultant. (June 2005)</b></li> </ul>

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Association improves its development of diverse and stable sources of revenue	3 of 1 targets met APEKSI 2 of 1 targets met APKASI	<ul style="list-style-type: none"> <li>• APEKSI charges registration fee for attendance at annual membership conference (Aug. 2002)</li> <li>• Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002) (APKASI, APEKSI)</li> <li>• APEKSI charges registration fee of 2,000,000 for a 3-day Best Practice Training program for members (October 2003)</li> <li>• APKASI prepares RFP for UNDP funds. (Dec. 2003)</li> <li><b>? APEKSI, BKKSI consistently charges fees for training programs (2005)</b></li> </ul>
Association improves its marketing capacity	1 of 1 target met	<ul style="list-style-type: none"> <li>• Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002, August 2003) (APKASI, APEKSI)</li> </ul>
Association improves its internal management and personnel systems	4 of 1 target met APEKSI 4 of 1 target met APKASI	<ul style="list-style-type: none"> <li>• Association develops position descriptions and an internal organizational chart for association secretariat office and staff (Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Association executive directors restructure internal management of professional staff; give authorization for staff to develop and manage programs; staffing levels revised and made appropriate. (4<sup>th</sup> quarter 2002) (APEKSI, APKASI)</li> <li>• APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003)</li> <li>• Dec. 8, 2004, APEKSI formally registered as “<i>Notaris</i>” with full independent, legal status as a corporate body under Indonesian civil code.</li> <li>• <b>APEKSI, BKKSI recruit staff through a competitive, professional process with selection based on skills. (May/June 2005).</b></li> </ul>
Association improves understanding and functioning of the roles, responsibilities, and authorities of the board, executive director, and staff	2 targets of 1 APEKSI, 1 target outstanding for APKASI	<ul style="list-style-type: none"> <li>• APEKSI Executive Director gets approval from full membership for restructured Board of Directors and increased roles of the regional offices, in order to obtain more involvement from the leadership and representation from the membership (July 2002 Annual Working Meeting)</li> <li>• APKASI drafts comprehensive Standard Operating Procedures outlining duties, responsibilities, obligations of korwil vis-à-vis secretariat. (June, 2003). APKASI implements SOP (Dec. 2003)</li> <li>• Dec. 8, 2004, APEKSI formally registered as “<i>Notaris</i>” with full independent, legal status as a corporate body under Indonesian civil code.</li> </ul>

***Subobjective 1c: Improve two-way communication between associations and their members***

Indicator	Target and Status	Progress through June 30, 2005
Train and/or assist the association in increasing membership involvement/input/participation	9 of 4 targets met	<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial management processes (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> <li>• Member workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)</li> </ul>

<b><i>Subobjective 1c: Improve two-way communication between associations and their members</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Train and/or assist the association in increasing/improving its membership communications methods	10 of 4 targets met	<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training: How to Write Press Releases (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Association Newsletter Development (Nov. 2001, Jan. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Web site development (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Staff trained in Access software and membership databases creation/management (Jan-May 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training: Journalistic Writing Skills Development for staff (August 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> <li>? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)</li> </ul>
Train and/or assist the association in recognizing excellence in local government management and leadership	4 of 4 targets met	<ul style="list-style-type: none"> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial management processes (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Financial and technical assistance: APEKSI conducts kick-off meeting for membership Public Service Award program (March 2005)</li> <li>? <b>Technical assistance: Recommendations for organizing and managing APEKSI's Public Service Award Program (May 2005)</b></li> </ul>

<b><i>Subobjective 1c: Improve two-way communication between associations and their members</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Association increases/improves membership involvement and participation	3 of 1 target met APEKSI 3 of 1 targets met APKASI	<ul style="list-style-type: none"> <li>• APKASI enhances and deepens membership involvement with outreach and socialization meetings with sekda and bappeda (Jan. 2003)</li> <li>• Training &amp; technical assistance by association staff for member uses of Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Member workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• <b>APEKSI distributes and compiles results of membership survey on local government key issues (March 2005).</b></li> </ul>
Association increases/improves its membership communications methods	4 of 3 targets met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI developed and distributed first membership newsletters (Dec./Jan. 2002)</li> <li>• APEKSI, APKASI web site content and layout improved (April/June 2002)</li> <li>• APEKSI, APKASI, APPSI improved and/or initiated membership database for dissemination and advocacy purposes (May-June 2002)</li> <li>• APEKSI, APKASI provide training &amp; technical assistance to regional members on use of Komwil/Korwil Computer Communications Program. (Feb. –March 2003)</li> <li>• APKASI uses korwil computer network to distribute PP 8 &amp; 9/2003 and provide assistance and additional resources on application of new regulations.</li> <li>• APEKSI web site content and layout improved (Nov. 2004)</li> </ul>
Association increases/improves programs that recognize excellence in local government management and leadership	4 of 1 target met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI initiate best practice documentation programs for their members (March 2003)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>• APKASI distributes its 1<sup>st</sup> annual Member Best Practices brochure during their annual meeting and socializes its BP program with the local government community at large (i.e., PERFORM training) (August, October 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> <li>• APEKSI conducts kick-off meeting for membership Public Service Award program (March 2005)</li> </ul>



<b><i>Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Train and/or assist the association in preparing an annual member meeting that includes training opportunities for local government officials	3 of 3 targets met	<ul style="list-style-type: none"> <li>· Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input and needs. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>•Direct technical assistance: improving annual conference content (June 2003) (APEKSI, APKASI, APPSI)</li> <li>•APEKSI and APKASI leadership participate in ICMA annual conference and receive orientation training on role of professional development/training by LGAs (September 2003)</li> </ul>
Train and/or assist the association in preparing orientation programs/materials for newly-appointed or elected government officials	2 of 3 targets met APEKSI, APKASI	<ul style="list-style-type: none"> <li>• Staff training: Orientation on conducting Newly-Elected Officials Training for Association Members (Oct. 2004) (APEKSI, APKASI)</li> <li><b>? Technical assistance: Development of agenda and program for Newly-Elected Officials Training (May 2005) (APEKSI, BKKSI)</b></li> </ul>
Train and/or assist the association in the development and dissemination of local government management best practices	5 of 3 targets met	<ul style="list-style-type: none"> <li>•Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>•Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003)</li> <li>•APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>•APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e. PERFORM training) (August, October 2003)</li> <li>•Provide financial and technical support to APEKSI, APKASI staff for site assessments of member local governments to document next in series of best practice cases. (Oct., Nov., Dec. 2004; January 2005)</li> </ul>

***Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Train and/or assist the association in serving as a liaison for local government technical assistance resources	3 of 3 targets met	<ul style="list-style-type: none"> <li>• Local Government Budget and Finance Internships institutionalize the association's capacity in delivery of technical assistance and in serving as liaison for members (March 2002-Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Presentation &amp; Dialogue: Principles of Funding Formulas (August 2002) (APEKSI, APKASI, APPSI)</li> <li>• APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e. PERFORM training) (August, October 2003)</li> <li>• Provide financial support to APEKSI staff's participation/facilitation in continued Best Practice Transfer Program between Balikpapan and Jambi staff (Oct. 2004)</li> </ul>
Association conducts training opportunities for local government officials/members	2 targets met APKASI 4 targets met APEKSI	<ul style="list-style-type: none"> <li>• APEKSI conducts technical meeting for sekda, bappeda, department heads (Bogor May 2003)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>• APKASI provides training for members "Accounting and Performance Reporting of Local Government Finance (13 week-long training events Aug. 2002 June 2004)</li> <li>• APEKSI conducts a 1 ½ day member training "Estimating and Generating Local Revenue" (April 2004, 60 participants)</li> <li>• APEKSI conducts 1 ½ day member training "Budget Planning Process" (Oct. 2004, 10 participants)</li> <li>• <b>BKCSI conduct member training "Performance Based Budgeting". (July 2005)</b></li> </ul>
Association assists newly-appointed or elected government officials in understanding their roles and responsibilities	1 target met	<ul style="list-style-type: none"> <li>• Technical assistance: APEKSI leadership retreat (Sept. 2004)</li> <li>• <b>Technical assistance: BKCSI leadership retreat (May 2005)</b></li> </ul>
Association develops and disseminates local government management best practices	2 of 1 target met	<ul style="list-style-type: none"> <li>• Associations publish local government success stories in newsletters (APEKSI, APKASI, APPSI 2002)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>• APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (August, October 2003)</li> <li>• Provide financial support for APEKSI staff's participation/facilitation in continued Best Practice Transfer Program between Balikpapan and Jambi staff (Oct. 2004)</li> </ul>

***Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through June 30, 2005</b>
Association serves as a liaison for local government technical assistance resources	2 of 1 target met APEKSI 2 of 1 target met APKASI	<ul style="list-style-type: none"> <li>•APKASI responds to request from members on PP 8 &amp;9/2003 through computer dissemination of regulations including additional resource sites to answer questions on impact on members. (Mar. 2003)</li> <li>•APEKSI conducts a 3-day Best Practice Training and Bogor site visit program for members. (October 2003)</li> <li>•APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (October 2003)</li> <li>•APEKSI staff participates/facilitates continued Best Practice Transfer Program between Balikpapan and Jambi staff (Oct. 2004)</li> </ul>

## **Annex 2: Deliverables and Other Information Submitted**

## Deliverables and Other Information Submitted

<b>Title</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 1 January - 9 February 2004.	February 10, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 11 February - 24 March 2004	March, 25, 2004	hard copy
USAID Quarterly Report for the period January 1, 2004 - March 31, 2004	April 30, 2004	email and hard copy
USAID 6-month Work plan for the period April 1, 2004 - September 30, 2004	April 30, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 25 March - 9 May 2004	May 10, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 10 March - June 7, 2004	June 8, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of June 8 - July 7, 2004	July 8, 2004	hard copy
USAID Quarterly Report for the period April 1, 2004 - June 30, 2004	July 31, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of July 1, 2004 – August 31, 2004	Sept.1, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of September 1, 2004 – October 6, 2004	Oct. 7, 2004	hard copy
USAID Quarterly Report for the period July 1, 2004 - Sept. 30, 2004	Oct. 31, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of October 7, 2004 – October 28, 2004	Oct. 29, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of October 28, 2004 – December 1, 2004	Dec. 2, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of December 1, 2004 – January 26, 2005	Jan. 27, 2005	hard copy
USAID Quarterly Report for the period Oct. 1, 2004 – Dec. 31, 2004	Jan. 31, 2005	email and hard copy
USAID Quarterly Report for the period January 1, 2005 – April 30, 2005	April, 30, 2005	email and hard copy
<b>BIGG/LGSPP Activity Reports and Highlights Packet for the period of January 27, 2005 – May 1, 2005</b>	<b>May 2, 2005</b>	<b>hard copy</b>
<b>BIGG/LGSPP Activity Reports and Highlights Packet for the period of May 2, 2005 – June 14, 2005</b>	<b>June 15, 2005</b>	<b>hard copy</b>

Title	Date Submitted to USAID	Format
USAID Quarterly Report for the period April 1, 2005 – June 30, 2005	July, 31, 2005	email and hard copy

## Annex 3: Abbreviations and Terminology

ADEKSI	<i>Asosiasi Dewan Kota Seluruh Indonesia</i> (Association of Indonesian City [Kota] Councils)
AMMAC	Association of Mexican Municipalities
APEKSI	<i>Asosiasi Pemerintah Kota Seluruh Indonesia</i> (Association of Indonesian Municipalities)
APKASI	<i>Asosiasi Pemerintah Kabupaten Seluruh Indonesia</i> (Association of Indonesian Regencies)
APPSI	<i>Asosiasi Pemerintah Propinsi Seluruh Indonesia</i> (Association of Indonesian Provinces)
BAPPEDA	<i>Badan Perencanaan dan Pembangunan Daerah</i> (local department for planning and development)
BIGG	Building Institutions for Good Governance
BUILD	Breakthrough Urban Initiatives for Local Development
CIDA	Canadian International Development Agency
CLGI	Center for Local Government Innovation
DPOD	<i>Dewan Pertimbangan Otonomi Daerah</i> (Regional Autonomy Advisory Board – national level)
DPRD	<i>Dewan Perwakilan Rakyat Daerah</i> (legislative body at the local government level)
DPR-RI	<i>Dewan Perwakilan Rakyat – Republik Indonesia</i> (legislative body at the national level)
GIS	Geographic Information System
GTZ	<i>Gesellschaft für Technische Zusammenarbeit</i> (German Technical Cooperation Agency)
ICMA	International City/County Management Association
IFES	International Foundation for Election Systems
IR	Intermediate Result
IRDA	Indonesia Rapid Decentralization Assessment
Komisi II	Commission Two of the DPR-RI
LGSP	Local Government Support and Partnership Program
LOC	League of Oregon Cities
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NDI	National Democratic Institute
TBD	To be determined
TNC	The Nature Conservancy
UNDP	United Nations Development Program
	USAID United States Agency for International Development
VNG	<i>Vereniging van Nederlandse Gemeenten</i> (Netherlands Association of Municipalities)
Yayasan Otda	Local Government Center implemented by Chemonics/Urban Institute

## **Annex 4: Financial Information**